

DD/A 79-0534/9

15 OCT 1979

MEMORANDUM FOR: Director of Personnel

FROM: Don I. Wortman
Deputy Director for Administration

SUBJECT: SIS - Advance Work Plan

REFERENCE: Memo from DDCI; Same Subject
Dated 11 Oct 79

1. I have reviewed the preliminary draft of the supplemental guidelines for the preparation of the Advance Work Plan (AWP), as these guidelines relate to the SIS Performance Appraisal System. There is no question that an Advance Work Plan, stating objectives and goals against which performance evaluations will be based, must be an essential part of the system. I am concerned, however, that the level of detail suggested in your draft proposal may serve to emphasize too strongly the quantitative rather than qualitative responsibilities of SIS Officers -- an emphasis which I think is not wholly appropriate for our senior service. We must ensure, it seems to me, that we measure and evaluate the most important responsibilities of our SIS Officers, and these are not usually the quantifiable tasks they perform. We don't want to end up measuring the wrong responsibilities. This suggests, I think, a more general treatment of responsibilities than your paper implies

2. I am further concerned that a strictly task-oriented AWP has the potential to begin a tearing away of the teamwork and interdependence which has been carefully nurtured in the Agency over many years. We run the risks, if not careful, of encouraging "Philadelphia lawyers" -- a situation that would not be productive or constructive.

3. I believe we should proceed with a more general statement of an officer's responsibilities which will place emphasis more appropriately on leadership qualities, ability to plan for the future of a component, responsiveness to the needs of the organization, the quality of decision-making, and other intangibles. This approach would seem more appropriate to an officer at the SIS level than an attempt to evaluate this officer on his ability to direct the activities of an organizational unit such as Payroll or PMCD.

4. With regard to format, I don't understand the need for another Annual Work Plan format. Wouldn't Agency Form 45W, dated 7-79, or some derivative therefrom, do the same job?

5. I am encouraged by the progress we are making and commend your efforts. I do think, however, that we need to be careful in how specifically we try to structure and measure the responsibilities of our most senior officers.

Don I. Weitman

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CMO: [redacted] (15 Oct 79)